

### **East-Side Meeting – 9/22/00, 3:00 to 5:00 pm**

**Question A.** *Imagine it is 2005 and the Going-to-the-Sun Road has been under reconstruction for several years. The local economy has never been stronger. It is just as you had imagined it would be and you are very proud. Your best friend is in town. What do you want to tell them about the community's accomplishments?*

1. We got broad community involvement.
  2. There were no problems with the road and no need for reconstruction.
  3. We found a balance between reconstruction and a great economy on the east and west sides.
  4. We have been able to maintain a pristine environment, that is, maintain the environment's integrity.
  5. We received only positive national press.
  6. We were able to improve and enhance the visitor experience while staying within the carrying capacity of the park.
  7. We agreed on a common vision before implementing improvements. The vision includes the Going-to-the-Sun Road, the community, visitor facilities and the park.
  8. Other facilities and attractions have been developed that do not rely on the Going-to-the-Sun Road.
  9. The local economy has diversified. We have built on the Lewis and Clark heritage and the Native American heritage.
  10. We developed a model process of working together that became an example for others to use in the State.
  11. The rest of the State recognizes (salutes) the importance (significance) of Glacier National Park to the State's economy.
  12. The visitor season has been extended into the spring and the fall.
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## Appendix D: Informal Results from September 2000 Work Sessions

13. We broadened the appeal of the park by allowing more types of uses, such as snowmobiling.
14. More conferences are now occurring in the local area, particularly during the shoulder seasons.
15. The hotels in/near the park have been winterized and are occupied.
16. Air service has improved. There are more flight choices and ticket prices are lower.
17. Train service has been improved to the area and to the park.
18. Service on the red tour busses has been improved.
19. We tapped the visitor market opportunity from the Banff / Yellowstone / Glacier connection.
20. We now have an annual opening ceremony to open the Going-to-the-Sun Road.
21. We created a public relations process that is global in scope. The Going-to-the-Sun Road reconstruction was a positive step.
22. Visitor events that salute (take advantage of) rebuilding the Going-to-the-Sun Road were developed.
23. Access via Going-to-the-Sun Road was always maintained during reconstruction.
24. We brought back the train / horse travel experience for visitors. This is a travel heritage of Glacier National park.
25. The adventure travel target market was tapped successfully.
26. We established excellent joint ventures. For example, Ford Motor Company established a joint venture with the red tour bus concessionaire.
27. We established a mutual understanding and respect with the Blackfeet and the Salish and the Kootenai. All tribes became involved in tourism development.
28. We established a more even balance between visitors entering the park from the east side and the west side.
29. Better accessibility within the park was developed through public transportation.
30. A successful demonstration project to preserve or improve air quality within the park was accomplished.
31. We learned to understand and balance values well. These values include cultural (Native American), historic, business, environmental, and wildlife. We learned to understand the relationship between Native American values and the Lewis and Clark expedition values.
32. We developed story-telling venues that have broad visitor appeal, using our local celebrities, specialists, icons and experts. Among others, these include Margaret Black, Andy Russell, Charlie Russell, Bob Scriver, John Fery, Weiss, John Clark, and Gary Schlip. (Cut Bank does an excellent job of story-telling.)

33. We built upon the “Backroads Montana” film series using Stephen Spielberg as a prototype. (MSU and U of M produce 30-minute segments that are features on PBS.)
34. Strategic alliances were established with foundations (for performing arts), universities, airline companies, culinary universities and others.
35. We increased our economic base and reduced unemployment. (More year around jobs improve our local economy by providing full time employment.)
36. The Blackfeet were pleased to invite business investment on their reservation and the Blackfeet prospered.
37. Canadians better understand the Going-to-the-Sun Road investment. The International Peace park is being marketed well in both countries. We improved our tourism connection with Calgary. Travel Montana and Travel Alberta are working together. (Calgary is the closest international airport to the east side.)
38. We now hold an annual summer symphony that has a strong sponsor and draws a national audience. (This might be similar to the event in Carroll College (Helena, MT) that is sponsored by Montana Power.)
39. We have an art festival in the local area that draws a national audience. (This concept might be built from the Harvest Moon Ball annual auction of native art, held annually at East Glacier Lodge.)
40. We take advantage of the road closure by holding a foot race of broad appeal, similar to the Governor’s Cup.
41. An annual jazz music event is now held that is similar in significance to the Monterrey Jazz festival.
42. By increasing the National park Service’s budget, Looking Glass Road is now under clear ownership and is being maintained well by the park Service. It has become its own attraction.
43. The road to Many Glacier is also being maintained well.
44. We have returned to historic cultural values. For example, the Great Northern Railroad calendars are circulated, once again.
45. We have come to a solid understanding as to who our guests are and will be.

**Question B.** *What communities do you admire or are you curious about and consider a potential role model?*

1. Disney theme parks because of the way they care for guests, motivate employees (through the Disney Institute), and have adequate resources. Their motto is "safety, service, show, efficiency."
2. Nordstrom's for their customer service.
3. Las Vegas, because people want to go there.
4. Whistler, BC
5. Jasper, BC
6. Other "park Communities"
7. The Grand Canyon communities at the north and south rim.
8. Any community with a good shoulder season.
9. West Yellowstone because of its attractions (IMAX and Discovery Center)
10. Sun Valley (the "touch" and physical feel)

**Question C.** *What communities do you want to avoid?*

1. Communities near Yosemite because of their poor traffic management.

**Other Remarks:**

1. Schedule the next meeting during the Governor's Tourism Conference in March 2001 rather than in the community. You will get broader attendance from the local business community.

**East Side Meeting Participants:**

- Linda Anderson, Glacier Country Regional Tourism Commission
- Roscoe Black, The Resort at Glacier, Mt. Mary
- Don Jermunson, Glacier Waterton Visitor Association
- Dale Scott, East Glacier Lodge, meeting host
- Paul Tuss, GAIN
- Marsha Babowicz, President, Cut Bank Chamber
- Mary Boyle, Travel Montana
- Moderator, Jean Townsend, Coley/Forrest

## West-Side Meeting – 9/22/00, 3:00 to 5:00 pm

**Question A.** *Imagine it is 2005 and the Going-to-the-Sun Road has been under reconstruction for several years. The local economy has never been stronger. It is just as you had imagined it would be and you are very proud. Your best friend is in town. What do you want to tell them about the community's accomplishments?*

1. The Road goes through from east to west. We don't want the Road closed.
2. We have been supported with advertising at the local, state and national levels. The national level support means support from the National park Service.
3. Local businesses are still in operation. Business is better than usual.
4. There are many ways to enjoy the park.
5. The whole Valley is supportive.
6. The road reconstruction is recognized as an engineering marvel.
7. Road flaggers provide a positive, cheerful experience to the people they stop.
8. There are good advance notices regarding Going-to-the-Sun Road reconstruction delays for visitors.
9. Local businesses are given good information regarding future road reconstruction and delay plans so they can make business plans in advance.
10. Activities other than driving Going-to-the-Sun Road are advertised. (Examples include boat rides, Glacier Institute, and other travel routes.) Visiting Glacier National Park is more than a one-day experience.
11. Visitors have been invited to use all 700 miles of trails within the park.
12. Visitors have learned that you do not have to be an "all-star" backpacker to enjoy the park.
13. Kalispell has broadened its economic base to include more high-technology firms like Stream.
14. Financial help was available to businesses to tie them over during the tough times. (This is analogous to the financial relief that is available from natural disasters.)
15. Use the Going-to-the-Sun Road reconstruction as an attraction.
16. The visitor season has been lengthened. (It is easier to stretch the season into the fall than into the spring.) Conference attendees and FIT visitors are good targets. June does have promise for the birdwatchers.
17. Make horse rides available to park visitors for a longer season. Rides are not available after September 15<sup>th</sup>.

## Appendix D: Informal Results from September 2000 Work Sessions

18. We have learned to manage the media. (Internet, public service announcements, maps, discount coupons) Observe the techniques that Hollywood (CA) used during their transit construction.
19. Visitors have been targeted via the web. For example, bird watchers, engineers interested in road reconstruction, wildlife watchers)
20. The Glacier Institute has been used more.
21. North Fork Road has been improved and marketed as a one-day trip.
22. More day trips to the park, excluding Going-to-the-Sun Road have been developed, specifically including short trails. Short trails on the east side (e.g. Trout Creek, Quarter Circle, Apgar) need improvement.
23. The current trend to narrow the usage of the park only to access via the Going-to-the-Sun Road has been reversed and more of the park is open to visitors.
24. Hospitality staff throughout the Valley have been trained in how to treat visitors well.
25. The number of short trails on the West side have been increased. (Currently, there are more short trails on the East side than on the West side.)
26. A super-host program has been activated. There are more naturalists available to visitors. The Glacier Wilderness Guided Walks program has been expanded.
27. Trails in the park are rated in terms of difficulty, similar to ski runs.
28. A new, safe fleet of red busses are in service in the park.
29. There are more bus shuttles through and to the park. Courteous and knowledgeable staff drive the busses. They are free to all. The Snow Bus (a blue school bus) in Whitefish is an excellent example.
30. The parking problem in the park (insufficient parking) has been solved with a quality shuttle service.
31. There is good transportation from the Airport to the park for backpackers and others who do not have a car.
32. There is a convention center in the Valley.
33. The hotels in the park are winterized so they can be open throughout the year.
34. There is a Christmas Ball at Lake McDonald Lodge. (The Awayhnee Lodge is a great example of occupancy during the winter. There is a two-year wait to stay there during the Winter Holiday Season.)
35. We have managed the local message to visitors well. This is a cohesive message from the National park Service and the local community.

**Question B.** *What communities do you admire or are you curious about and consider a potential role model?*

1. Whitefish, MT
2. Williamsburg, VA
3. Nantucket, MA for its architectural integrity.
4. Phillipsburg, MT
5. Nelson, BC
6. Leavenworth, WA (Tyrolean experience; Christmas tree lighting ceremony)
7. Sun Valley's, UT because of its ability to say "no." (e.g. no to large houses)
8. Fort Benton, MT (River walk, guided river trips, covered bridge improvements; they have done improvements "appropriate" for the community.)

**Question C.** *What communities do you want to avoid?*

1. Disney World and Disneyland because they are fake.
2. Bad press
3. Law suits
4. Bankruptcy
5. Long Beach
6. Any generic community --- keep our unique character; every community is unique in our area.

**West Side Meeting Participants:**

- Joe Unterreiner, Exec. Vice President, Kalispell Chamber of Commerce
- Andrea Goff, Big Fork Chamber of Commerce
- Carol Pike, Columbia Falls Chamber of Commerce
- Jane Bennett, Lakeside/Somers Chamber of Commerce
- Rhonda Fitzgerald, Whitefish Convention & Visitor's Bureau
- Susie Burch, Treasurer, Glacier park Boat Company
- Lisa Lundgren, West Glacier Mercantile & Four Seasons Motor Inn
- Linda Anderson, Executive Director, Glacier Country Regional Tourism Commission
- Moderator: Jean Townsend, Coley/Forrest